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ABSTRACT

In February 1992, a Commission on Quantum Quality was formed. It recommended that Maricopa Community College District (MCCD), in Arizona, launch a quality initiative which involved the implementation of continuous quality improvement (CQI) and, based on John Carver's philosophy and model for reinventing boards of governors, the active involvement of the MCCD's board. Key principles behind the initiative included a customer focus; dedication to continuous improvement; a systematic approach to processes and their improvement; teamwork; and the use of statistical methods for decision-making. Influenced by Carver's ideas that board members should be active leaders, the MCCD governing board became more involved in the development of the district's vision and mission and began to apply CQI to board meetings. Regular business meetings were shortened with a consent agenda, allowing time for open discussions of strategic issues or the future. Board study sessions, which had consisted of 20 minute presentations of written reports with very little participation from non-members, were converted into strategic conversations with participation sought by faculty, staff, and members of the public. While in general successful, some problems have included the feeling that the change was too abrupt, that some top administrators have problems with equal rank, problems with the sound system and seating arrangements, and not enough time for issues. A mission statement and sample board updates are included. (KP)

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ED 371 782

Quality and Board Leadership

Donna J. Schober
Linda Rosenthal

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JC 940 366

Paper presented at the Annual Association of Community College Trustees Pacific Region Seminar (May 13-May 15 1994 La Jolla, CA)

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LA JOLLA PRESENTATION
MAY 14, 1994
DONNA J. SCHOBER

CHANGE

Our presentation is titled "Quality and Board Leadership" but we are really here to talk about change; its philosophical basis and the practical reality of it. Quality and leadership are all a part of that.

There are many reasons why we are all talking about change. Our keynoter, George Boggs, spoke to us about the new paradigm for community colleges. A paradigm is a new model or pattern - a way of understanding and making sense of a subject or topic. Boggs identified our current paradigm as a "teaching" paradigm. Boggs suggests we must change to a "learning paradigm." We must transform the teaching and learning process to be learner-centered. Boggs is right.

What does this mean for trustees? The governing board must first commit to change itself in order to operate within the new paradigm. It must create the vision and mission of the institution within the new paradigm and facilitate the changes necessary to become learner-centered. Board members must explore and model the necessary changes, too.

We want to talk about and model changes, especially governing board changes. We are a "work in progress," not a completed program or project. We are on a journey which has no specific destination.

Our framework or foundation for change has resulted from the following:

- Implementation of a continuous quality improvement (CQI) initiative at Maricopa.

•The influence of John Carver and his philosophy and model for reinventing boards.

•The leadership and courage of the current chair of our board, Linda Rosenthal, the other four governing board members and our chancellor, Paul Elsner, to pursue change in order to improve and strengthen our district.

We are all experiencing change. We are all talking about change. Now, the real question is WHAT are we doing about change directed at improvement?

MARICOPA'S JOURNEY TO QUALITY

Let's begin by discussing our quality initiative.

In February of 1992, Chancellor Paul Elsner appointed a study committee known as the Commission on Quantum Quality. Its purpose was to explore total quality management or TQM and recommend whether a TQM effort should be initiated at Maricopa. The Commission was composed of representatives of all of the colleges and district office. Members included governing board members and faculty and staff from nearly every employee policy group. Its final report is one of the materials in your folder. Essentially the Commission recommended that Maricopa launch a quality initiative. We did so in October of 1992. We recently published our first annual report - a copy of which is in your folder.

Today we do not intend to focus on the reports concerning our quality initiative. We want to spend our time talking specifically about our governing board and its leadership -by example - of the district's quality initiative. However, we realize you may be interested in other aspects of our quality initiative so we have also included in your packet of material a chronology of our initiative and a separate sheet which describes some of what is happening with our faculty and CQI.

Some of you may be asking, WHAT IS CONTINUOUS QUALITY IMPROVEMENT? OR CQI?

The key principles of our quality initiative include the following:

Customer Focus - both internal or inside the organization and external
Dedication to Continuous Improvement in all we do
Improvement in Processes - all work is a process; problems with work or within an organization are most often caused by work processes, not people
A Systematic Approach to Processes - every process is part of a system and changing one process will often impact on other processes
Team work
Involving People - the people doing the job know best how to do it
A Top-Down and Bottom-Up Commitment with an Organization-Wide Focus
Use of Statistical Methods and Data for Decision Making

What was THE INVOLVEMENT OF OUR GOVERNING BOARD?

Even though some of our governing board initially believed that our quality initiative was a "management" or administrative effort, and not something they needed to be involved with - they were very interested. As noted before, the Quantum Quality Study Commission included two governing board members who were active participants in the process of learning about quality. The governing board was updated throughout the process of the Commission's work. The Commission presented its report to the governing board. When training began the entire governing board was invited and most sat in for the extensive training. When the district-wide steering team was created two governing board members were asked to serve on it. The governing board examined the District's statement of values and added continuous quality improvement as a value. Our quality initiative was most visible

initially in the changes in the way some faculty and staff conducted meetings. These changes were well-received.

As we rolled out our quality training program, we began to get questions from faculty and staff attending the training. They asked whether the governing board and top management really supported the quality initiative. These questions were translated into "issue bin" items and they were referred to the governing board and top management for consideration and a response. An Issue Bin is a quality tool which helps meeting participants to focus on the topics of a meeting. When an item arises which is not directly related to the meeting topic, it is written on a flip chart page titled issue bin and at the end of the meeting the subject is discussed enough so that an assignment is made and the issue is likely to be addressed at the next meeting with adequate information, data, etc. The governing board was asked to think about and respond to these questions.

After hearing all of this, you might think that our governing board was very active in supporting our CQI initiative. However, our governing board had only begun to think about quality.

JOHN CARVER'S PHILOSOPHY AND MODEL

At about this time, a number of our governing board members and our chancellor, Paul Elsner, read the John Carver book, "Boards That Make a Difference" and attended the Carver presentation in Toronto. The Carver philosophy says board leadership is providing for the vision of an institution - creating, sustaining and fulfilling the vision; there is an emphasis on empowerment structured through written policies in specific areas: Ends, Board-Staff Relationship, Executive Limitations, and Board Processes (its internal workings). The job of the governing board, according to Carver, is to link with owners; provide written policies in specific areas; and assure executive performance.

I will just add at this point that the ACCT Board will be working with Mr. Carver this summer to improve their board processes. Also, Mr. Carver will be speaking again at the ACCT national convention in October in Chicago if you are interested in learning more about his philosophy and model.

The other point I will add about Carver is that it is not necessary to adopt his model totally. Maricopa has not decided to adopt the model, but we feel his philosophy is right for us, and we may want to adapt his model in the future. We are truly a "work in progress."

QUALITY AND CARVER

After our governing board members heard Carver's message, they were intrigued that he was talking about some of the very things our Quality Executive Council was talking about: vision and mission; interacting with the public or our external customers; and improving processes. The governing board began to think about how it could "reinvent" itself - how it could improve its own processes, specifically its meeting processes.

The governing board also realized that they should be more directly involved in the development of the district's vision and mission, not the quality steering team which had been at work on draft vision and mission statements for the district.

The connection between what Carver had to say and what was happening with our continuous quality improvement initiative was strong. It fit together neatly. It helped the governing board see their role in our quality initiative. The total quality management or continuous quality improvement initiative was no longer a management issue - it was a leadership issue and suited our governing board very well.

LEADERSHIP AND COURAGE OF GOVERNING BOARD AND CHANCELLOR

The bottom line is that even though our governing board was influenced by the quality initiative and John Carver's philosophy, no change would be happening without the courage and leadership of the board members and our chancellor. It is very risky to change, and it is generally difficult for most people to make changes. This is especially true when you already believe you are doing a good job. However, we think that is the best time to seek improvements. We are lucky to have the people we do committed to continuous mprovement.

Now you will hear from one of your own, and the person who might be called our "change agent," Linda Rosenthal, chair of our governing board.

EXERCISE

Now, we are interested in learning your thoughts about changing your own governing board processes. We would like you to:

1) think quietly for a few minutes about how you would answer the question.
2) then join a small group and we will ask you to share your ideas and brainstorm new ideas in response to the following question: HOW COULD MY GOVERNING BOARD IMPROVE ITS PROCESS OF CONDUCTING MEETINGS ?
3) then select the top three ideas after all have shared their ideas.
4) select one person to report those three ideas to all of us.

We believe you can help us to improve our sessions with your ideas and you may find that you would like to adapt some of these ideas for improvement of your own meeting process.

La Jolla Presentation

As Donna mentioned, board members were being asked about their support for the quality initiative. In all candor, one morning at a very early hour, I was asked about the board's role in the quality movement and I said it didn't have one. It wasn't until I was driving on the freeway to another meeting that I recalled that indeed, in August, we had inserted a statement about quality into our statement of values.

The other push for change was John Carver. I first heard about John Carver in a presentation at an AACC meeting in April of 1993. My reaction was hardly positive. In fact, I might even say I questioned, from what I heard, whether there was any relevance at all in his thoughts about Board governance for our elected board with statuatory powers. I was told that we would be hearing more from John Carver in Toronto. In preparation for that meeting I asked the chancellor to order the book, Boards That Make A Difference. I read the book and, honestly, it made only a little more sense. It wasn't until I heard his presentation in Toronto at the ACCT convention that his philosophy and model began to have some relevance to an elected governing board. Some of the things he said were that boards should lead, Board members are the leaders. And, as I was thinking about becoming the chair of my local board, I thought about Carver's ideas of leadership and the need for involvement with their many publics.

On a car trip to a meeting in Yuma, Arizona with Donna in November, as she drove we talked about how the Board could improve its processes. We decided that one way would be to improve the process of our board meetings. When we returned, we met with Dr. Elsner and a few of the vice chancellors, and the board chair at that time, Grant Christensen, to discuss our ideas. The November 23rd memo in your packet is a result of that discussion. One of the irritants often mentioned by members of the board was the format of our study sessions. They were not focused and no amount of tinkering improved them. But we wanted to keep study sessions because they served a purpose: among other things they served as preparation for upcoming big governing board decisions (e.g., large technology contracts), and informing the governing board about educational/learning issues. Another important item of discussion was WHY CHANGE THE GOVERNING BOARD STUDY SESSIONS? And there were two major reasons: 1) desire to facilitate communication within and among our internal and external publics; and 2) to receive wider input to assist us in making appropriate decisions. (dull meetings)

As you think about making changes, it is important to consider WHY you are changing. It should be to improve your processes. There have to be good reasons to change because there is a "down" side to it. We discussed some of the down side, also. For example, the new openness could generate more "heat" than "light" - meaning more emotion than reason. Another caveat would be the governing board needs to be careful about the message being transmitted by them -

we sincerely want ideas shared, but there would be the need to clarify roles, responsibilities, and boundaries. We do not want people to become disillusioned if we do not accept their ideas.

A little bit of background is in order, and then I want to compare and contrast the old way and the new way we conduct our meetings. You have a copy of the transparency in your packet. Our governing board holds two meetings per month. One was called a study session and one a regular business meeting. Generally, the study sessions were composed of from two to three topics with staff people or faculty preparing a written report which was distributed in advance and then the authors presented information at the meeting. There was an occasional instance when presenters actually read, word for word, the written report which had been distributed to the Governing Board and others in advance of the session. These were best described as "show and tell" sessions. In recent years, the topics were about specific faculty or employee programs within our district. Only occasionally were the sessions used to discuss upcoming major policy initiatives. Each topic was accorded approximately 20 minutes for a presentation and then there was some time for questions from the Governing Board members and the Chancellor but rarely from anyone else.

The regular board meetings were traditional business meetings that lasted approximately one and one-half to two hours preceeded by a one hour executive (or closed) session. The agenda typically

includes reports from board members and various groups and action items and a space for "citizen's interim."

As a result of some of our new thinking, some significant changes were made beginning in January when I was elected chair. The regular business meeting was shortened by the use of a consent agenda. This permitted time for strategic issue discussions or the kinds of discussions about the future that John Carver encourages governing boards to engage in. Now, after the regular board business meeting, which lasts only about an hour with the use of the consent agenda and specific time allocations for items which are now grouped under the four vice chancellors' areas of responsibility, there is time for the Governing Board to hold a "strategic conversation."

On the evenings when a study session would normally have been held, now a strategic conversation is held in its place. The topics which had been scheduled for study sessions these past few months had to be restructured or were deferred. Staff works with the presenters to make the conversations interactive. Participation is sought by invited guests, faculty and staff, and members of the public who come to the meeting. (EDU 250 - certification classes).

A strategic conversation is conducted as if it were one of our quality meetings. It is held in the Employee Lounge on the ground floor of our district office building; this is true for the strategic conversations held after the regular business meeting of the

governing board, also. The Governing Board members sit at tables and sometimes participants sit at the table too, in lieu of the formal governing board room set-up on the second floor. Sometimes people sit in chairs and not at tables. A facilitator and a recorder are used in addition to our regular board secretary. The facilitator, a volunteer from our district faculty or staff, helps focus the issue and guides our conversation. The recorder, also a volunteer, captures ideas on flip chart paper, and our governing board secretary uses the flip chart pages in preparing the board minutes. In January, I put out a note on our electronic mail system (all A1) asking for volunteers. A number responded and we have a list of people we call upon.

In order to encourage participation and communication, ground rules were established and are used to guide behavior. They are reviewed at each meeting and include "No rank in the room, Everyone participates--no one dominates, and Have fun. The facilitators and presenters are encouraged to use quality exercises and quality improvement and systems thinking tools to structure the conversation. Exercises such as brainstorming and prioritization are encouraged. Examples of some of the most successful conversations include brainstorming ideas for a vision statement and reacting to a draft vision statement for the district. When the vision statement was in draft form, I sent a letter to our partnership school board chairs asking for input from their board members and CEO. Other topics were the role of small business in our economic development efforts, and a discussion of the East

Valley Partnership, a consortium of our K-12 districts, community colleges, and the state university. For the latter two conversations, business people, educators and faculty were invited to participate and discussed their ideas with great enthusiasm. By the way, I have made a point of inviting all the Maricopa family via electronic mail to attend and participate in these conversations and share their ideas. We use the tool of the issue bin to save ideas not fully developed or resolved as time sometimes runs out and we adjourn on time. A more complete list of topics appears in the chronology.

The most recent success was this past Tuesday night when, after the budget presentation, we conducted a strategic conversation to identify topics for future conversations. In prior years the topics for study sessions were chosen in May or June for the coming academic year by a small group of people. This year, I sent out an electronic message inviting everyone to contribute ideas and to attend the meeting. At the meeting our facilitators broke us into small groups and asked us to brainstorm ideas for strategic conversation topics. A large number of ideas were generated, including some sent to me by electronic mail. These suggestions will now be developed by a volunteer committee composed of two governing board members, one college president, one faculty member and other staff. Then the governing board, with the assistance of the chancellor and his leadership team, will develop the list of conversation topics. I believe John Carver would applaud our

actions because this is the kind of governing board leadership he espouses.

Evaluation of the Change:

We recently completed a plus/delta evaluation with a small focus group and learned that, for the most part , the strategic conversations are going very well. Plus/delta is an evaluation tool used at the end of each of our meetings to ascertain what worked well and what needs improvement before the next meeting. There is some feeling that the transition was a little too abrupt. There is still a little problem with hierarchy and we have heard that some top administrators do not like the fact that their opinions are accorded as much respect as anyone else's opinion. We are trying to improve the seating arrangement and sound system as the employee lounge was not designed for this use. There has not been enough time for discussion of some of the issues. Some do not like the fact that the strategic conversations last longer and we do not leave meetings until 9:00 p.m. (Meetings begin promptly at 7:00 and end promptly at 9:00)

The positive aspects include the fact that many more people have been involved in discussing important issues; the culture is slowly changing, we are learning to learn together. Some of the sessions have been very interactive and have resulted in excellent dialogue. The issues are better framed; and the facilitation is helpful. I have had several messages applauding the new spirit of openness. That certainly is nice to hear.

We will stop at this point and ask you for questions before we proceed to model a portion of a strategic conversation.

1

ACCT Pacific Region Seminar
CCCT Annual Conference

May 13-15, 1994
La Jolla, California

"QUALITY AND BOARD LEADERSHIP"

Presentation by Linda B. Rosenthal, Chair, Governing Board
and Donna Schober, Executive Assistant to the Chancellor
Maricopa County Community College District
2411 W. 14th St.
Tempe, AZ 85281
(602) 731-8121

3

"WORK IN PROGRESS"

2

PARADIGM CHANGE
AND THE
ROLE OF THE GOVERNING BOARD

4

THREE REASONS PUSHING CHANGE:

- QUANTUM QUALITY INITIATIVE
- JOHN CARVER'S PHILOSOPHY AND MODEL
- LEADERSHIP AND COURAGE OF BOARD AND CHANCELLOR

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KEY PRINCIPLES OF QUALITY INITIATIVE

- CUSTOMER FOCUS
- CONTINUOUS IMPROVEMENT
- SYSTEMIC APPROACH TO PROCESSES
- TEAMWORK
- EMPOWERMENT
- COMMITMENT OF ALL
- STATISTICAL METHODS AND DECISION MAKING WITH DATA

7

JOHN CARVER'S PHILOSOPHY AND MODEL

- BOARD LEADERSHIP IS PROVIDING VISION CREATING, SUSTAINING, FULFILLING THE VISION
- EMPHASIS ON EMPOWERMENT STRUCTURED THROUGH POLICIES IN SPECIFIC AREAS: ENDS; BOARD-STAFF RELATIONSHIP; EXECUTIVE LIMITATIONS; BOARD PROCESSES (Internal workings)
- THREE PRIMARY RESPONSIBILITIES OF THE BOARD
  - LINKS TO OWNERS
  - WRITTEN POLICIES
  - ASSURE EXECUTIVE PERFORMANCE

6

GOVERNING BOARD INVOL VEMENT IN QUALITY INITIATIVE

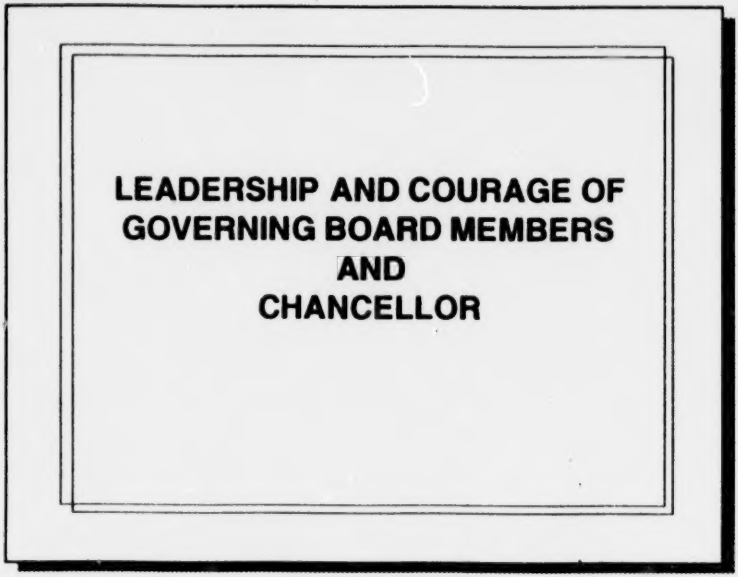
- TQM AS "MANAGEMENT"
- COMMISSION MEMBERS
- MEETING AND RETREAT AGENDA ITEM
- TRAINING
- EFFECTIVE MEETINGS
- STEERING TEAM MEMBERS
- STATEMENT OF VALUES

8

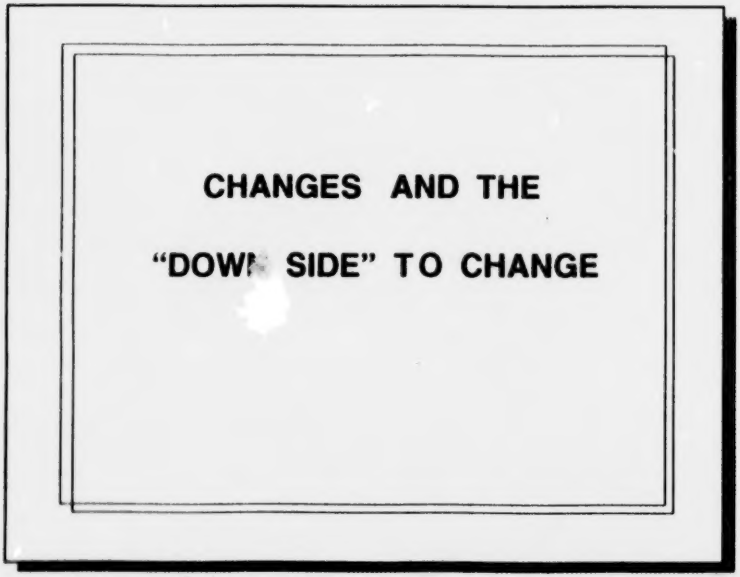
QUALITY AND CARVER

- VISION AND MISSION
- INTERACTING WITH PUBLICS/CUST OMERS
- IMPROVING PROCESSES

9


LEADERSHIP AND COURAGE OF
GOVERNING BOARD MEMBERS
AND
CHANCELLOR

11


CHANGES AND THE
"DOWN SIDE" TO CHANGE

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10

IMPROVE THE PROCESS OF BOARD MEETINGS

12

STUDY SESSION	STRATEGIC CONVERSATION
CHAIRED BY THE BOARD PRESIDENT	FACILITATED BY DISTRICT VOLUNTEER
THREE TOPICS/EVENING	TWO TOPICS OR ONE/EVENING
BOARD AND CHANCELLOR QUESTIONS/COMMENTS	AUDIENCE, BOARD & CHANCELLOR QUESTIONS/COMMENTS
LITTLE PUBLIC DISCUSSION	DIVERGENT VIEWS AND OPINIONS OF PUBLIC SOUGHT
GOVERNING BOARD ROOM; FORMAL DAIS; THEATER STYLE SEATING	EMPLOYEE LOUNGE
	ROUNDTABLE OR APPROPRIATE SEATING
"SHOW & TELL" LECTURE	INTERACTIVE EXERCISES
BACKGROUND INFORMATION	BACKGROUND INFORMATION
PROGRAM TOPICS	VISION/MISSION ISSUES
1 TO 1 1/2 HOURS	2 HOURS
INFORMAL, UNWRITTEN GUIDELINES	GROUND RULES, ISSUE BIN, PLUS DELTA
NO TOOLS USED TO STRUCTURE CONVERSATION	TOOLS USED TO STRUCTURE CONVERSATION
LITTLE FORMAL NOTICE OF TOPICS/ISSUES	GOVERNING BOARD CHAIR COMMUNICATION/INVITATION TO PARTICIPATE

AVAILABLE

13

EVALUATION OF THE PROCESS IMPROVEMENT

DELTA/CHANGE

- CHANGE TOO ABRUPT
- PROBLEM WITH ACCEPTANCE - HIERARCHY
- SOUND SYSTEM; SEATING ARRANGEMENTS
- NOT ENOUGH TIME FOR ISSUES
- LONGER MEETING TIME

15

CONDUCTING A STRATEGIC CONVERSATION

- BRAINSTORM 3 ANSWERS TO THE QUESTION: HOW COULD MY GOVERNING BOARD IMPROVE ITS PROCESS OF CONDUCTING MEETINGS?
- SHARE YOUR 3 IDEAS WITH SMALL GROUP / PRIORITIZE TOP 3
- REPORT OUT THE TOP 3 IDEAS FROM SMALL GROUP

14

PLUS

- MORE INVOLVEMENT OF PUBLIC — INTERNAL AND EXTERNAL
- CHANGING CULTURE — LEARNING TO LEARN TOGETHER
- INTERACTIVE CONVERSATIONS — SEEK UNDERSTANDING, BUILD TRUST
- ISSUES BETTER FRAMED
- GOOD FACILITATION AND QUALITY EXERCISES

QUANTUM QUALITY EXECUTIVE COUNCIL

GUIDELINE #1

The Quantum Quality Executive Council will take no actions which supersede agreements which have been reached with any policy group or contrary to Governing Board approved items in the various employee policy manuals.

Additionally, the QQEC recognizes a faculty member's responsibility with regard to academic freedom and reaffirms a faculty member's right to present all sides of an issue, to choose appropriate pedagogical techniques and to conduct the examination of students. QQEC will not adopt procedures or guidelines which are contrary to broadly held concepts of academic freedom.

12/8/92

THE MISSION OF THE MARICOPA COMMUNITY COLLEGES IS TO PROVIDE EFFECTIVE TEACHING AND LEARNING OPPORTUNITIES FOR EVERY STUDENT.

Purposes of the Maricopa Community Colleges:

1. Provide university transfer education, general education, basic skills development, and employment preparation.
2. Develop partnerships and cooperative relationships with business, industry, government, school districts, colleges and universities.
3. Offer public service programs for the enrichment of the community.
4. Emphasize innovation and promote the integration of technology in the design, development and delivery of educational programs and services.
5. Provide essential student support services and a wide array of student activities.
6. Promote civility and community among our diverse faculty, staff and students to ensure a collaborative learning and work environment.
7. Ensure continuous quality improvement in every aspect of the Maricopa Community Colleges.

Revised 7/1/93
Not yet Governing Board approved

May 1994

DRAFT VISION STATEMENT

THE MARICOPA COMMUNITY COLLEGES STRIVE TO EXCEED THE CHANGING EXPECTATIONS OF OUR MANY COMMUNITIES FOR EFFECTIVE, INNOVATIVE, STUDENT-CENTERED, FLEXIBLE AND LIFELONG EDUCATIONAL OPPORTUNITIES. OUR FACULTY AND STAFF ARE COMMITTED TO RESPECTING DIVERSITY, CONTINUOUS QUALITY IMPROVEMENT, AND THE EFFICIENT USE OF RESOURCES. WE ARE A LEARNING ORGANIZATION GUIDED BY OUR SHARED VALUES.

QQ Update 6/9/94 TEAM PROGRESS; SEMINARS; QQ HOW TO--INCREASE YOUR INPUT

For information on any QQ Update items, contact Donna or Betty (x18125).

TEAM PROGRESS

Sam Harris of the District Office Internal Audit department reported on the progress of the Internal Audit Team. He, Carl Couch and Jody LaBenz have identified the team objective as defining the role of Internal Audit and how to fulfill that role through identification of Mission, Customers, and their expectations, and Professional Standards. Since February, the team has identified their primary and secondary customers and has developed a survey to solicit input from them. The survey is focused on gaining an understanding of customers' knowledge, perceptions and expectations of the Internal Audit function. A wide variety of customers were selected from District and colleges, Governing Board members and students. The survey was sent via mail and personal interviews were scheduled with some key customers. If you have not completed your Internal Audit survey, please do so and return it to them. The Team will give periodic updates on the results of the survey and their ongoing progress.

SEMINARS

The Arizona Quality Alliance will provide a free seminar in GateWay's Southwest Conference Room on Monday, June 13, 3-5 pm. The topic is, "Using Control Charts in Nonproductive Applications." Two managers from Motorola's computer group will discuss how control charts can be applied in service, support and management functions. They will emphasize simple ways to make informed decisions from control chart displays--in other words, no statistical calculations. Call 265-6141 to RSVP.

"Implementing Business Process Reengineering" is an extension seminar by the University of California Berkeley on August 11-12 in Phoenix at the Ritz Carlton. There is a $100 discount for groups of 3 or more. Cost $795.

QQ HOW TO

How To "Increase Your Input (Willingness to Learn)" from Joliet Junior College's Team Building and Empowering Participant's Manual.

* **Keep track of your ideas.** Carry a notebook everywhere, and keep it by your bed at night. Write down right away any new ideas that come to you, no matter how offbeat they may seem at first.
* **Ask questions.** This will keep your mind active and open to new ways of looking at things.
* **Go beyond your specialty.** Read and explore areas outside of your familiar territory. You may be able to connect seemingly unrelated pieces of knowledge to solve a problem in an exciting new way.
* **Break your routine**. Stop doing things the same way just because it's how you've always done it. Look for different approaches and viewpoints. Don't limit yourself to finding a single, "right" solution to a problem.
* **Listen and observe other people**. Keep an open mind when your colleagues come to you with their ideas. Work together to identify and develop new ways of doing things. Learn to observe similarities, differences and connections between things. Look for the unique, the distinctive, and the common denominator.
* **Take chances**. Overcome your fear of failure. No new idea ever succeeded without someone's willingness to take a risk.

Update 3/11/94 VISION; ARTICLE; TEAMS; KUDOS; CONFERENCE

If you would like more information on any items in the Update, A1 this account or call Betty Myers or Donna Schober. Have a Great Spring Break!

THANKS/VISION

Thank you to everyone who came from other sites to the District Office Vision Party. We gathered a lot of good ideas which will be used in the drafting of the District Office Vision Statement. The ideas gathered at the Party are available from Betty Myers via A1 or hardcopy.

STRATEGIC CONVERSATION/VISION

The MCCCD Governing Board conducted a Strategic Conversation on the MCCCD Vision on March 8. Participation was excellent and the Governing Board received 139 comments from those who attended. A small group of Board members and volunteers are working on a draft vision statement to be presented and discussed at a Strategic Conversation on March 22.

ARTICLE

The January/February 1994 issue of Change: The Magazine of Higher Learning, has an article called, "The Baldrige Cometh" by Daniel Seymour. The article contains a sidebar about Rio Salado plus some interesting information about implications of applying Baldrige criteria to education.

TEAM

A Quality Team has been formed at Mesa Community College to explore a campus-wide orientation program. The team is charged with reviewing current orientation activities; reviewing national trends and other orientation programs; designing a program for administrative review and developing an implementation plan for MCC. Team members are Rose See, Rosemary Reardon, Elra Ward, Joanna Chamberlain and Emily Waechter.

KUDOS

Dr. William Waechter made a presentation at Cuyahoga Community College as part of the Continuous Quality Improvement Seminar for District Office Administrators last week. He discussed "Quality in Service Delivery." The goal of the seminar was to identify current procedures to provide a higher quality service from District Offices to campuses and centers."

Janet Beauchamp, Director of the Think Tank, will present at the "Creating the Quality School" conference in Oklahoma City on March 31. She is preparing a paper on "The Delicate Balance Between Competition and Cooperation in Learning Environments," and would welcome any thoughts and experiences on this topic to help add depth and breadth to the paper. Call 18028 to share your experiences with Janet.

She is also presenting, "Creating a Quality School Consortium" at the same conference and would appreciate any ideas or materials on using Quality in the process of building a systemwide collaborative effort.

CONFERENCE

A program focusing on Stephen Covey's "First Things First: Quadrant II Time Management Workshop" will be held at the Pointe Hilton Tapatio on March 29 from 8:30 to 4:30. Cost is $245.00.

BEST COPY AVAILABLE

QQ Update 1/14/94 CLASS; VIDEO/CONFERENCES; KUDOS! CLASSROOM MANUAL; TEAMS

CLASS AT DISTRICT OFFICE

Rod Christian will teach TQM 220 7910, Leadership and Empowerment Strategies on Thursdays from 6-8:50 pm at the district office. Classes start February 10. Call Employee Development at x18283 for information.

CONFERENCE/VIDEOCONFERENCE

ITS is sponsoring "Re-engineering the Corporation," a live videoconference on Tuesday, April 5, 9:00-12:30 in the Governing Board Room. James Champy, co-author of Re-engineering the Corporation, will host. This videoconference carries .33 CEUs awarded by George Washington University. NO videotape will be made for later distribution. More information later.

Benchmarking for Quality in Higher Education: Innovations for Institutional Effectiveness, an organizing conference for a National Quality Forum, is scheduled for March 16-19, Cape Canaveral, FL. CALL FOR PAPERS in three areas: Education Services (e.g., effective teaching, student assessment, curriculum design); Administrative Services (e.g., financial aid, housing, admissions); Accrediting Services (e.g., benchmarking, self-studies, visiting team effectiveness. DEADLINE FOR SUBMISSIONS: Jan. 31. Contact Betty Myers, x18125 or A1, for the brochure.

Rio Hondo College will produce a videoconference on March 8, TQM IN THE CLASSROOM. Featured panelists include: Dr. Linda Thor as Moderator, Laura Helminski of Rio, Delores Christensen of Gilbert, AZ, and Dr. Harry Roberts of the Graduate School of Business, U of Chicago. Myron Tribus and K. Patricia Cross will also be featured on tape. More details later.

QQ KUDOS

Congratulations to Dr. Linda Thor who was appointed by Gov. Symington to the Department of Economic Security Venture Team Board. The board (five executives) provides advice to DES executives on their quality program.

... to the Maricopa teams from Estrella Mountain, South Mountain (including 3 students), Glendale (augmented by a rep from Rio and a rep from Scottsdale), and District Office who attended the TOTAL QUALITY LEARNING Seminar conducted by David Langford last week. If you want to find out more from the participants about TQM in the classroom, contact us.

QQ NETWORK RESOURCES

LEARN: The Student Quality Team Process for Improving Teaching and Learning is a new manual we will lend to you. Contact Betty Myers.

We are seeking team progress reports for the Update. Many people have requested that we provide information on what teams exist and what processes have been selected for improvement. Please submit information for publication in the Update. Donna and Betty.

and Change" by John Cleveland and Joann Neuroth; "Understanding Complexity: A Handbook for Leaders and System Healers"; and "An Adventure in Whole Systems Learning". These last two articles, one of which contains a bibliography and charts, are thoughts compiled by a group called On Purpose, Inc. which helps organizations use emerging "transformation technologies" of TQM, Systems Thinking, Transformational Leadership and New Learning to build their capacity to grow and continuously learn and improve.

Burt Peachy of El Camino Community College and Daniel Seymour of Claremont Graduate School have written an article titled, "Voice of the Customer: Using QFD as a Strategic Planning Tool." They believe Quality Function Deployment (QFD) enables an organization to capture customer's expectations and to translate those expectations into organizational language and action. Call Betty if you would like copies of these articles.

TQM CLASS

GateWay Community College is offering a practical TQM class for service businesses on December 9 and 10, 8 am to 5 pm in the Southwest Conference Room. Cost is $79.00. Tuition waivers do not apply toward this special class. Call 392-5299 for information and to register.

Don't forget to let Donna Schober (x18121 or A1) know if you would like to serve on the QQ Update Improvement Team.

Donna and Betty

QQ UPDATE 12/3/93 AAHE CONFERENCE, BALDRIGE AWARDS, REWARDS & RECOGNITION STUDY TEAM, BOOKS AND ARTICLES, TQM CLASS

Don't forget to sign up for the Peter Senge videoconference, "Cornerstones of the Learning Organization," Friday, December 10, from 11:00 to 2:00 pm in the Governing Board Room. Feel free to bring your lunch. Coffee will be provided. A video tape will be made for loan along with reading materials. Call Betty Myers x18125 or A1 to RSVP.

AAHE ASSESSMENT/QUALITY CONFERENCE

The American Association for Higher Education (AAHE) is calling for proposals for their double feature conference, AAHE Assessment Conference and the AAHE Quality Conference to be held in Washington, D.C. June 12-15, 1994. For more information please contact Betty.

BALDRIGE AWARDS ADD SCHOOLS AND HOSPITALS

Business's most coveted award won't be just for business much longer. The Malcolm Baldrige National Quality Award, which the Commerce Department gives out annually to a handful of businesses that demonstrate themselves to be of "world-class quality," will be opened to health-care and educational institutions. Elementary and secondary schools, colleges and universities, hospitals, managed-care networks and possibly even group medical practices are expected to be considered beginning in 1995 or 1996, the officials say. The Baldrige has been limited to companies since its inception six years ago. (From an item in the Wall Street Journal 11/24/93.)

REWARDS AND RECOGNITION STUDY TEAM

A study team has been charged to, "Examine the current MCCD rewards and recognition system and identify areas for improvement." Future process improvement teams may be created by QQEC from the recommendations of the new study team. Ron Bleed, Vice Chancellor of Informational Technologies, is the team leader and he will work with Irene Ruiz, Marie Parker, Jan Baltzer, Nancy Miller, Ginger Martindale, Janet Beauchamp, Trina Hillery, Nancy Stein, Gary Filan, Paul Elsner and Jamie Cavalier.

BOOK AND ARTICLES

Blueprints for Continuous Improvement: Lessons from the Baldrige Winners, by Richard Hodgetts is available for loan. The author uses Quality tools to describe and assess the attributes of the Baldrige award winners. He uses flow charts, Pareto charts, scatter diagrams, fish bone diagrams, data gathering, etc., to show how firms improved their processes. Call x18125 or A1 Betty Myers if you would like to borrow the book.

The November 1993, issue of TQM in Higher Education contains articles on teams and employee evaluation. The article, "Portfolio Links Quality Initiatives With Employee Evaluation" states, "Introducing the TQM portfolio as the center of the performance appraisal system may provide a valuable connection between individuals' work and the quality initiatives of their units and the institution." The article, "Using Student Teams to Improve Teaching and Learning" explains a class mission statement that helped measure course content and student learning.

We have three articles on systems learning: "Thinking About Organizations

QQ Update 10/15 TIME CHANGE IN VIDEOCONFERENCE, CONFERENCES, TEAMS, QQ BOOK

TIME CHANGE IN SENGE VIDEOCONFERENCE

The time of the Peter Senge videoconference, "From TQM to a Learning Community" has been changed to 9:00 a.m. instead of 10:00 a.m. The conference will still be held in the Governing Board Room at the District Office on Thursday, October 28. The videoconference will last until 11:30 a.m. Call Betty Myers to R.S.V.P.

QQ CONFERENCES

The Noel-Levitz Workshop Series is presenting, "TQM on Campus: Trends, Trials and Results" with Dr. Stanley Spanbauer and Jo Hillman. This workshop will show you how TQM is being used to create a better environment for students and staff while operating a cost effective organization. Cost of the workshop is $145 per person but group rates are available. Locations of the workshops and dates are: Seattle-12/7; San Francisco-12/8; Dallas-1/18; Chicago-1/20; Raleigh-2/23; Tampa-2/25; Boston-4/13; and Philadelphia-4/14.

"Applying TQM to Higher Education" is one of the conferences sponsored by the Institute for Academic and Professional Leadership School of Education. It will be held on November 14-16 at the University of North Carolina at Chapel Hill. Cost is $495.00.

The University of Mississippi in Oxford, Mississippi, is sponsoring a conference entitled, "Applying TQM in the Classroom and in the Development of a Department/School/College". The conference will be held March 16, 17, 18, 1994, and the cost is $350.00. Some of the topics include Motivation Through Vision; Use of TQM Instruments in Education; Baldrige as Related to TQM in Education; Best of Class in Education.

For more information on any of these conferences, contact Betty Myers at x18125 or A1.

QQ TEAMS

The Math Department at Chandler-Gilbert has formed a QQ team to improve their curriculum. This semester they are working on College Algebra. Jeanne Canham, sabbatical replacement for Chuck Bedal, is coordinating the project, and Brent Bartel, a security officer and C-G QQ Trainer, is their QQ facilitator.

The District Office Time Card Team has decided to pilot a project whereby the time cards will be entered at the campuses. MCC and Rio have volunteered to test the pilot program. The Human Resources department processes 87,000 time cards annually.

QQ BOOK

We have a new book available for loan: "Creating Distinctiveness--Lessons From Uncommon Colleges and Universities" by Barbara Townsend, L. Jackson Newell and Michael Wiese. Contact Betty to check out this book.

If you would like to contribute to the QQ Update, contact Donna Schober or Betty Myers. Thanks, Donna and Betty.

QQ Update 9/24/93-Training Rpt/Kids in TQM/Ken Baer's NOTES/Conferences

NOTE: Approximately 1,000 MCCCD faculty and staff have participated in the QQ Awareness Dialogue as of the beginning of September. Congratulations to the trainers who are doing a superb job!!

KIDS IN QUALITY

Total Quality Management is rapidly spreading through the public school system. An MCCCD parent of a third grader at La Mirada Elementary School (Kyrene School District) told us this story: When asked what she had done at school that day, the student excitedly told her mother that at the end of each school day the students do a plus/delta, putting on the board the things they liked about their day and the things they felt they could improve on. They are also writing mission statements and objectives for what they want to get out of the third grade.

NOTES FROM KEN BAER

IT'S HAPPENING! - A common question in QQ Training programs these days is, "When are we going to start using this stuff?" Well, you may be next! For example, employees from each of our Video Conference Network (VCN) locations (CGC, DSSC, GCC, MCC, PC, PVCC, RSCC, SCC, SMCC) have begun work to improve the operation of the VCN.

Their immediate goal is to carefully define the process by which VCN meetings and programs are scheduled, prepared and transmitted. Over the course of several meetings this team has employed many of the techniques that you may have been exposed to in the QQ Awareness Sessions. Ground Rules, Affinity Diagrams, Process Flowchart, Issue Bin have all been used and the concepts of Internal and External customers and cross-functional teams have been integral to this team's work also. Once the team has defined its process in detail, they will begin the work of improving it. If you are now fumbling through your files for your copy of the Continuous Improvement Cycle, the VCN Team is currently working in the "Define the Process" box, which is found in the "Plan" portion of the Plan-Do-Check-Act wheel.

Plus/Delta evaluations have shown that although we can improve (and who can't), VCN team members believe that the Quantum Quality techniques are useful and are helping the team to be productive in their pursuit of better service to their customers. Keep up the good (team) work!

QQ CONFERENCES

The Covey Leadership Center is presenting Quadrant II of its 7 Habits course which focuses on personal leadership and effectiveness on Wednesday, October 27, 8:30 am to 3:30 pm at the Camelback Inn in Scottsdale. Cost = $315. Contact Shelly Hillier at 1-800-772-6839 ext. 6628 for information.

The Governor's Conference on Quality will be held on Wednesday, October 6, beginning at 9:00 am at the Phoenician in Scottsdale. The Governor's Award for Quality Banquet and Ceremony will be held that evening at 6:30 pm. Contact Betty Myers at x18125 for information.

you would like to contribute to the QQ Update contact Donna Schober or Betty Myers. Donna and Betty

QQ Update 7/1/93

Quantum Quality Awareness Training begins at Maricopa!!!!
Beginning this week, and continuing throughout the summer, each college and the District Office will be offering four hours of Awareness Dialogue. Glendale, Chandler-Gilbert, Phoenix and Mesa began their awareness sessions this week and we hear they were very successful. The Awareness training will be taught by the graduates of the Rio Quality Academy "Train the Trainer" and "Project Team" training courses. The QQEC hopes to offer Awareness Training to all full-time Maricopa employees by the beginning of the academic year.

QQ QUESTION

Is there going to be a system created whereby district-wide quality issues can be addressed - for such issues as performance appraisal?

ANSWER: Yes, there is a "system" established for addressing district-wide quality issues. It is QQEC, the Quantum Quality Executive Council. They have discussed what to do about the annual performance appraisal system, and they have decided that it is too early to tackle that issue. They feel we need to begin to tackle some process issues with improvement teams, have some successes, then tackle performance appraisal. At least, that is QQEC's decision for now. They have decided to study (possibly moving into a process improvement team) the issue of rewards and recognition which cuts across the whole district. That will probably be our first effort at a district-wide issue of some visibility. Let's hope we succeed at it.

QQ KUDOS

There have been some changes within the membership of the QQEC: Nancy Miller has replaced Paul DePippo as one of the two Faculty representatives and Cheryl Kubasch will replace Janet Whitaker as MAT representative. Dr. Phil Randolph has asked to be replaced because of his commitment to GateWay's Steering Team (of which he has served as chair) and his replacement will be named soon. Ken Baer will stay on as PSA representative. A big "Thank You!" to the members who are leaving and congratulations to the new members of QQEC!

QQ CONFERENCES/SEMINARS/COURSES

On Monday, July 12, from 3-5 p.m., the Arizona Quality Alliance will host a workshop, "New Management Planning Tools" at GateWay CC, Southwest Conference Room. The cost is free and you should call 265-6141 to R.S.V.P. Tricia Euen of the District Office and Debbie Stanfield of GateWay are two of the presenters.

QQ MEETINGS

The QQEC will meet on Thursday, July 1, from 2-4. Their agenda includes: review of the draft of a revised MCCCD Mission Statement, update on QQ Training, and update on cost-efficiency suggestions.

We look forward to your ideas and suggestions. Please contact Donna Schober or Betty Myers if you wish to contribute to the Update.

QQ UPDATE 6-15-93

QQ TRAINING

Our QQ training for 35 faculty and staff from the colleges and district office (our initial training cadre) is proceeding very well. The Project Team training will end on Wednesday. The "train the trainer" component begins on Monday, June 21 and runs for 4 days. At the conclusion of these 9 days, Maricopa will have approximately 40 well-trained faculty and staff who will begin offering both QQ Awareness training and Project Team training to faculty and staff at the colleges and district office.

QQEC's goal is to have all full-time faculty and staff through the QQ Awareness training (a 4-hour session) by the time the fall semester begins. We know this is an ambitious goal, but we hope to meet it.

If you have any questions concerning the training, feel free to send them to us. Or feel free to ask your QQ Coordinator. The QQ Coordinators are: Renee Barstack, GCC; Andy Bernal and Sid Ford, CGCC; Bill Holt, MCC; Sharon Koberna, Rio; Cheryl Kubasch, PVCC; Ernie Lara and Gail Snyder, EMCCC; Lionel Martinez and Donna Ransom, SMCC; John Nylander, Skill Center; Donna Schober, District Office; Winifred Shea, PC; John Silvester, SCC; Debbie Stanfield, GWCC.

QQ KUDOS ****** to Rio Salado's Quality Academy! They have been doing a fantastic job conducting the QQ training.

QQ WORKSHOPS/VIDEOCONFERENCES

The David Langford "TOTAL QUALITY LEARNING" videoconference on June 7 was very well-attended and rated highly by the participants. When asked to describe the best part of the videoconference most said the presenter, the workbook and the importance of the topic. If you want a copy of the workbook, contact Betty Myers. It costs $3.00. A videotape will soon be available for viewing. Betty will have that, too. Thanks to everyone who helped make this videoconference session so successful!

QQEC MEETING

QQEC met on June 10 to review the draft Maricopa Vision Statement. A few comments had come in via A1 after we published it in May so the QQEC reviewed the comments and made a few word changes. Thanks to everyone who commented! Then QQEC began working on revising the current Maricopa Mission Statement. Sharon Koberna of Rio facilitated the session for us. We hope to have a draft to share with all of you soon.

We appreciate your comments and suggestions. Donna Schober and Betty Myers.